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AUG - 4 1955

TO: Deputy Director (Support)

SUBJECT: Survey of the Personnel Procurement Division, Office of Personnel

1. THE PROBLEM:

To identify the functions and activities inherent in the recruitment problem in this Agency; to determine the most logical internal organization for the Division; and to calculate the staffing requirements.

2. FACTS BEARING ON THE PROBLEM:

The preliminary survey of the Office of Personnel had indicated, for this Division, that:

- a. The title of the Division was appropriate, that branch structure was logically arranged to perform the activities assigned, that no major change in functional responsibility was required, and that division and branch overhead structure was not excessive;
- b. Problems inherent in recruitment of all types were more numerous and involved in this Agency than in normal overt governmental agencies. For this reason, recruiting experience of such overt agencies would not be applicable and data from other super-sensitive agencies would not be readily available;
- c. The Division had collected comprehensive experience data on most phases of the recruiting effort and these calculations were accepted, for the purpose of this survey, as being the best available guides in computing the projected requirements for Division staffing;
- d. Productivity of recruiters is measurable and can be expressed in reasonably accurate factors, that the recruiting staff required to fill Agency personnel requirements can be calculated by such factors provided that firm long range estimates of requirements are established by the using components, and that steno/typist/clerical support can be related directly to the number of recruiters;
- e. The recruitment program in this Agency is not capable of rapid acceleration;
- f. Active field recruiting on the part of the operating elements of the Agency is not a desirable substitute for an organized and controlled recruitment program.

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3. DISCUSSION:

- a. The title, Personnel Procurement Division, accurately and plainly describes the part played by this element in the accomplishment of the mission of the Office of Personnel.
- b. No material change in the functional responsibility of this element is contemplated in the recommended reorganization of the Office of Personnel. The Division functions are re-stated only to the extent necessary to bring them within the accepted format for all elements of the Office.
- c. The internal organization of the Division provides for the Office of the Division Chief, a Departmental Recruitment Branch to process applicants who apply in person to Headquarters, a Clerical Recruitment Branch to handle nationwide recruitment of steno/typist/clerical personnel, and a Specialized Recruitment Branch to conduct a nationwide recruitment for personnel having desirable special qualifications. This breakdown represents a logical arrangement in accordance with the primary activities of the Division. The Division and Branch overhead structure is not excessive.
- d. The recruiting of personnel to meet the requirements of this Agency is a slow, involved and costly operation compared to similar activity in the overt governmental agencies. The Agency qualification standards are comparatively high, some applicants are not acceptable to the operators, some do not choose to go through the clearance process, Security and Medical examinations eliminate many, and others lose interest as a result of the overall time lag between interview and placement. As a result, the ratio of actual EOD's to interviews is very low. The Division has collected data reflecting the productivity of recruiters in terms of the number of persons entering on duty as compared to the number of interviews conducted in the various categories, e.g., local applications, field clerical interviews and field interviews with specialized personnel. For the purpose of this survey, these data have been accepted as representing Agency experience and future possibilities in the recruitment field. The following figures are pertinent:

(1) Field Recruitment:

Clerical:

4.6 Clerical type EOD's per month per recruiter

Specialized:

.4 Clerical type EOD's per month per recruiter

1.4 Specialized type EOD's per month per recruiter

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Departmental Recruitment:

- 18 Clerical type recruitments per month
- 4.5 Specialized recruitments per month

Notes: Production in the Field activities is expressed in terms of "per recruiter", whereas the expression for Departmental activity is in terms of recruits per month. Field production is in direct proportion to the number of recruiters assigned - Departmental Branch processes volunteer applicants and its production is governed by the number who appear. Increasing the interviewers, beyond those necessary to handle the traffic, would not increase the production.

(2) Entrance on Duty Ratios:

(a) A 2 $\frac{1}{2}$ Year Average shows the following:

Per 100 Clerical Type Interviews

- 25 Recommended as Qualified
- 6 Security Clearances Initiated
- 3 Actually Entered On Duty

Per 100 Specialized Type Interviews

- 40 Recommended as Qualified
- 10 Security Clearances Initiated
- 5 Actually Entered On Duty

- e. It is reasonably safe to assume that the above productivity factors for recruiters in the three types of effort will not change materially; also, that the ratio of actual EOD's compared to initial interviews will probably continue about the same as reflected above. The third element necessary in making a staffing calculation for this Division is the firm long range statement of Agency personnel requirements and its policies concerning the T/O and ceiling limitations as of specific future dates. In the past such long range estimates as have been available have not proven to be very accurate. This question is of special importance in relation to the recruitment phase of Office of Personnel operations because (1) the recruiting process is not adaptable to rapid acceleration, as discussed elsewhere herein, and (2) the time-lag necessary in this Agency between interviews and actual EOD's precludes compliance, on the part of the recruitment element, with 'crash' requests from the operating wide of the Agency. There is evidence of contradiction in policy statements made by higher Agency authorities concerning the future size, personnel wise, of the Agency and as to the trends of emphasis in the various

fields of interest within the Agency mission. It is important to the successful operation of the Office that the Director of Personnel take every opportunity to bring this matter to the attention of the DCI and his principal subordinate officials in an attempt to improve the long range forecasting process.

- f. A recruiting mechanism adaptable to the nature of this Agency can not be instantly responsive to sharply fluctuating demands for personnel. Recruitment may be slowed down, or stopped completely, by arbitrary reductions in the recruiting staff. However, acceleration of the effort is necessarily a slow process. The location of persons qualified for this type of work and willing to serve in this capacity, their recruitment, training, area orientation, and the establishment of on-the-job contacts with personnel sources, is a slow and expensive process. This process may require from 6 months to 1 year from the selection of a recruiter to his first productive interview. Add to this the normal time lag in processing a candidate for employment, anywhere from 3 to 6 months, and it is then obvious that we have somewhere between 9 and 18 months lag between the time it is decided to accelerate the recruitment effort and any results in the form of actual EOD's. For this reason, it appears advisable to maintain, as a minimum, the recruiting staff at a level in balance with the average requirements to meet normal attrition. The present staff is now below that level.
- g. Inability on the part of the recruiting element of the Office of Personnel to meet the requirements of the operating components of the Agency tends to invite active field recruiting on the part of the operating officials. This practice, while it has some justification from the operator's viewpoint, is not a substitute for an organized and controlled recruitment activity. However, unless the Office of Personnel is in a position to perform in this field, there is little reason to criticize the operating officials for getting needed personnel by any means they find available, including active field recruiting.
- h. Statistics for 1954 indicate an average monthly loss through normal attrition of 135 employees - 115 in the clerical category and 20 in the specialized category. To this attrition figure (135 per month) may be added the augmentation figure of 55 (1/12 of the 1 Jan 1955 difference between the Agency authorized ceiling and the actual onboard strength) to arrive at an estimated 190 persons who must be brought on board per month in order to replace attrition losses and fill authorized vacancies. It is noted that the Director of Personnel was recently instructed to bring the Agency up to ceiling strength within 12 months. Policy concerning Agency ceilings may be changed but it is not likely that the losses by attrition will vary, to any marked degree, from those experienced in 1954. Therefore, a permanent recruitment mechanism capable of producing a minimum of 135 EOD's per month, on the average, would appear to be the very least that could be expected. Figures compiled

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by the Personnel Procurement Division for the year 1954 indicate that the Division was directly responsible for approximately 80% of the persons who actually entered on duty - the remaining 20% being the result of other recruitment activity.

1. The following tabulation is a comparison of the present staff of this Division with a proposed staff which, considering all applicable factors, should satisfy the minimum Agency requirements for new personnel to replace attrition losses. It is believed that the lack of a firm long range manpower requirements schedule and specific expressions of Agency policy concerning future personnel ceilings of the Agency negate any justification for staffing this Division above minimum requirements at this time. Further, the selection, clearance, training and orientation of any proposed recruiters and support personnel is a sizable task. Any more additions to the staff would only complicate the operation.

<u>Divisional Elements</u>	<u>Directive</u>	<u>Professional</u>	<u>Support</u>	<u>Total</u>
Office of the Chief				
Proposed	2			
Present	<u>2</u>			
Increase	-			
Departmental Recruitment Branch				
Proposed	1			
Present	<u>1</u>			
Increase	-			
Clerical Recruitment Branch				
Proposed	1			
Present	<u>1</u>			
Increase	-			
Specialized Recruitment Branch				
Proposed	1			
Present	<u>1</u>			
Increase	-			
<u>SUMMATION</u>				
Proposed T/O	5			
Present T/O	<u>5</u>			
Proposed Increase	-			

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- j. The nature of field recruiting, particularly in the specialized categories, involves the preparation of detailed interview reports for submission to Headquarters and consideration of operating personnel. Under present procedures each recruiter carries a typewriter and personally types up his reports. Division officials state that this activity requires from 8 to 12 hours per week of each recruiters time. These men are highly paid employees and their time could be used to better advantage. It has been proposed that certain recruiters be furnished portable dictating equipment in lieu of typewriters, and that their reports be dictated and only the tapes or discs be forwarded to Headquarters, and that all of the transcribing be done by typists in the Headquarters office - the recommended T/C provides typists for this purpose.

k. CONCLUSIONS:

Based on the foregoing finding of facts and pertinent discussions, it is concluded that:

- a. The title, Personnel Procurement Division, is definitive of the mission of this element and should be continued.
- b. The functions of this element will remain as they were, except for re-statement to achieve uniformity throughout the Office.
- c. The organizational overhead of the Division is not excessive; the present branch structure is logically related to the major phases of divisional activity and should be continued.
- d. The recruiting activity of this Agency can not be compared with that of the normal overt governmental agency as to cost, required staff, procedures, nor productivity. Data collected by the Division have been accepted, for the purpose of this survey, as being the best available means of calculating the productivity of recruiters and the staff necessary to produce the required candidates for employment.
- e. If the Agency is to replace attrition losses and fill the gap between its personnel ceiling and actual personnel strength, using 1954 experience as a guide, combined recruitment efforts must produce an average of 190 EOD's per month. 1954 figures also indicate that approximately 80% of the EOD's for that year resulted from the activities of the Personnel Procurement Division - 20% from other recruitment efforts.
- f. Organized recruiting, as represented by the Personnel Procurement Division, should be maintained on a permanent basis at a level which will produce, as a minimum, sufficient employees to replace attrition losses. The division strength should not be arbitrarily reduced below this level because of the impossibility of activating and accelerating the activity again when necessary.

- g. Inability of the Office of Personnel to provide adequate recruits tends to increase active field recruiting on the part of operating officials, which is not a satisfactory substitute for the organized recruiting program of the Personnel Procurement Division.
- h. Based on available data, the T/O for this Division must be increased substantially (See Tab C) in order to perform its functions in an adequate manner. No additional overhead positions are recommended. Active recruiting strength should be increased by 14 positions. Support type positions (stenographer/typist/clerical personnel) should be increased by 8, which includes 4 clerk/typists to perform the transcription of field interview reports resulting from the proposal that recruiters be provided dictating machines in lieu of spending their time typing their own reports.

5. RECOMMENDATIONS:

It is recommended that:

- a. The organizational structure of the Personnel Procurement Division consist of the following elements - See Tab A, Organization Chart:

Office of the Chief
Departmental Recruitment Branch
Clerical Recruitment Branch
Specialized Recruitment Branch

- b. The functional responsibilities proposed for the Division and its Branches be approved - See Tab B, Functions.
- c. That the proposed T/O for the Division be approved - See Tab C, Staffing Pattern. (See notes below).
- d. Portable dictating machines be issued to field recruiters, particularly in the Specialized Branch; transcription service to be performed in Headquarters - additional typist positions are provided in the proposed T/O, 5c above, to implement this recommendation.

Notes: 1. Proposed T/O has been examined by Position Evaluation Division and approved as to titles and grades.

It is estimated that to maintain existing on-board strength the need is for 16 more positions. The remaining 6 are for augmentation to ceiling.

2. Proposed T/O reflects an increase of 22 positions for this Division.

3. Office of Personnel estimates that the proposed T/O will increase their FY 1956 budget by approximately \$71,400.00. This amount has been incorporated in their budget request to the Comptroller - Acct. 6504.

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Chief, Management Staff

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SUBJECT: Survey of the Personnel Procurement Division, Office of Personnel

ATTACHMENTS:

- Tab A - Organisation Chart
- Tab B - Functional Statements
- Tab C - Staffing Pattern

CONCURRENCE:

<u>151</u>	<u>8 JUL 1955</u>
Director of Personnel	Date

ACTION BY APPROVING AUTHORITY:

APPROVED:

Deputy Director (Support)

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